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Draft decision submitted to the Executive Board

UNICEF Strategic Plan, 2018-2021, draft for review

The Executive Board

1. *Takes note* of the UNICEF Strategic Plan, 2018-2021, draft for review, and encourages the timely elaboration and consideration of all its components/chapters and related documents, such as the integrated budget, 2018-2021, results framework, theory of change, Gender Action Plan, 2018-2021 and cost-recovery policies, in conjunction with the Strategic Plan, in line with the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) and the 2030 Agenda for Sustainable Development;

2. *Requests* UNICEF to work closely with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in line with the QCPR on identifying common measurable indicators for shared areas of collaborative advantage, which are spelled out in the Strategic Plan, including its common chapter;

3. *Also requests* UNICEF to present, in the next version of the draft: (a) a further elaboration of the operationalization of the concept of "leaving no one behind", within its mandate and taking into account its comparative advantages, in particular with regard to the building, development and strengthening of national capacities as defined in the QCPR, in line with national development, policies, plans, priorities and needs; (b) a further clarification of the concerted efforts to mainstream gender equality and address disability and to strengthen the relevant institutional and country capacities in order to ensure efficient and effective results; (c) a concrete narrative on the approach of UNICEF to humanitarian assistance, including its efforts to increase coherence and complementarity with its development work, in relevant contexts, reflecting lessons learned from the Strategic Plan, 2014-2017, and to reflect this narrative in the results framework and in the theory of change; and (d) a clearer theory of change, from outputs to

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outcomes, reflecting common United Nations Development Group guidelines and terminology on results-based management;

4. *Further requests* UNICEF to incorporate relevant lessons learned from the integrated budget, 2014-2017, inter alia, with regard to results-based budgeting, in the preparation of the integrated budget, 2018-2021;

5. *Requests* that UNICEF continue to provide in a timely manner the draft integrated budget for consideration by Member States, including all relevant funding sources.